



Experience and Needs of Mentoring Organizations' Executive Directors:

A Report on Wave VIII of the Mentor Michigan Census

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Introduction

Background

Mentor Michigan needs to better understand the training and support needs of Mentoring Organizations' Executive Directors. The lead person within each mentoring organization is critical for success, especially considering that most staffs are small and budgets are especially tight. This brief report seeks to shed light on the tenure, experience and training needs and support of mentoring organizations' Executive Directors.

Method

Initiated in 2004, the Mentor Michigan Census is an annual online survey of all of the mentoring organizations in the state that have registered their organizations with Mentor Michigan.

Wave VIII of the Mentor Michigan Census (MMC) was conducted in September and October of 2010. One hundred thirty seven mentoring organizations operating 222 distinct programs completed the Census. These organizations operate mentoring programs based in 46 of Michigan's 83 counties, and report serving youth in all 83. With 235 organizations in the Mentor Michigan Registry, this survey achieved a 58% response rate.

Questions about organizations' current and previous Executive Directors' length of service, prior experience, and training and support desired were added to Wave VIII of the Mentor Michigan Census. This brief report summarizes the findings.

Note: Some data in this report is aggregated by organizational level (Non-Profit, School-based/Higher Ed., All Others). Sample sizes for these organizational break-downs are quite small so data needs to be analyzed with great care.

Objectives

The objectives of the analysis and reporting for the Executive Director portion of the Census are to:

- understand the length of service of mentoring organizations' Executive Directors,
- understand the experience of mentoring organizations' Executive Directors, and
- identify the training and support needs of these Executive Directors.

Key Findings

Current Executive Director Length of Service

Exhibit 1 Current Executive Director Length of Service by Organization Type Wave VIII of the Mentor Michigan Census				
	Total n=137	Non-Profit n=86	School-based/ Higher Ed. n=24	All Others n=27
Less than one year	14%	15%	17%	7%
More than one, but less than three years	11	8	17	15
More than three, but less than five years	19	17	21	22
More than five, but less than 10 years	20	17	17	30
More than 10 years	33	38	21	26
Don't know	4	3	8	0

- One-third (33%) of responding organizations report that their current Executive Directors have been in their positions for more than 10 years. More Non-Profit organizations (38%) than School-based/Higher Ed. Organizations (21%) report this tenure for their Executive Directors.
- Thirty-nine percent of these responding organizations have had their Executive Directors in place for three to 10 years, and just 14% report tenures of less than one year.

Exhibit 2 Current Executive Director Length of Service By Budget Wave VIII of the Mentor Michigan Census			
	Total n=137	<\$100K/DK n=87	>\$100K n=50
Less than one year	14%	15%	12%
More than one, but less than three years	11	13	8
More than three, but less than five years	19	22	14
More than five, but less than 10 years	20	18	22
More than 10 years	33	26	44
Don't know	4	6	0

Exhibit 3 Current Executive Director Length of Service By Number of Children Served Wave VIII of the Mentor Michigan Census			
	Total n=137	< = 100/DK n=104	>100 n=33
Less than one year	14%	16	6
More than one, but less than three years	11	13	3
More than three, but less than five years	19	19	18
More than five, but less than 10 years	20	18	24
More than 10 years	33	29	45
Don't know	4	4	3

- Larger and better-funded organizations have Executive Directors with longer tenure. Mentoring organizations with budgets of \$100,000 or more report a much higher percentage (44%) of Executive Directors who have been in place for more than 10 years than do those with budgets of less than \$100,000 (26%). (See Exhibit 2). Likewise, organizations serving more than 100 youth report a higher percentage of Executive Directors serving more than 10 years (45%) than do those who serve less than 100 youth (29%). (See Exhibit 3.)

Former Executive Director Length of Service

Exhibit 4 Former Executive Director Length of Service by Organization Type Wave VIII of the Mentor Michigan Census				
	Total n=137	Non-Profit n=86	School-based/ Higher Ed. n=24	All Others n=27
Less than one year	5%	6%	4%	4%
More than one, less than three years	14	20	4	4
More than three, less than five years	9	10	8	7
More than five, less than 10 years	12	13	13	7
More than 10 years	15	13	8	26
Don't know	12	15	4	11
No prior Executive Directors served	33	23	58	41

- Information on prior Executive Director's length of service is only available from just over half (55%) of responding organizations. One-third (33%) report that their current Executive Director is their first (including 58% of School-based/Higher Ed. organizations vs. 23% of Non-Profit organizations), while 12% indicate that they don't know if another Executive Director served their organization.
- For those who have information about their former Executive Directors, just 15% report a length of service exceeding 10 years (13% of Non-Profit and 8% of School-based/Higher Ed. organizations).
- Twenty-one percent of all organizations report their former Executive Director was in place for three to 10 years. Just 5% of former Executive Directors held their positions for a year or less.

Current Executive Director's Experience

Exhibit 5 Current Executive Director's Experience by Organization Type Wave VIII of the Mentor Michigan Census (Multiple Responses Allowed)				
<i>Executive Director has...</i>	Total n=137	Non-Profit n=86	School-based/ Higher Ed. n=24	All Others n=27
Participated in training on strategic planning	69%	70%	58%	74%
A good understanding of multiple types of mentoring programs	68	65	71	74
Participated in training on program evaluation	67	71	58	63
Participated in training on fundraising	66	65	71	67
Experience with state and federal grants	66	67	67	59
Experience with grants from philanthropic organizations	64	66	67	56
Participated in executive leadership training	61	66	42	59
An advanced degree	56	51	67	63
Served as a board member of a nonprofit organization	55	53	42	70
Participated in training on human resource management	51	51	46	56
Served as an Executive Director of a different mentoring program	9	13	4	4
None of the above	1	1	0	0
Don't know	11	14	4	7

- Sixty-one percent or more of Executive Directors have participated in training covering strategic planning, program evaluation, fundraising, and executive leadership. With the exception of training on fundraising, more Non-Profit organizations report that their Executive Directors have had training in these areas than do their School-based/Higher Ed. counterparts.
- Responding organizations report that more than half (56%) of their Executive Directors have an advanced degree. This is more common at School-based/Higher Ed. organizations (67%) than at Non-Profit organizations (51%).



- Many Executive Directors have experience with various state and federal grants (66%) as well as grants from philanthropic organizations (64%).
- Slightly more than half of the Executive Directors (51%) have participated in human resource management training, and 55% have served on the board of a nonprofit organization.
- Just nine percent (9%) of all Executive Directors have served in this capacity at a different mentoring organization.

Training and Support Needs of Executive Directors

Exhibit 6 Training and Support Needs of Executive Directors by Organization Type Wave VIII of the Mentor Michigan Census (Multiple Responses Allowed)				
	Total n=137	Non-Profit n=86	School-based/ Higher Ed. n=24	All Others n=27
Program evaluation	46%	38%	58%	59%
Marketing the program for growth/expansion	45	44	54	37
Fundraising	42	44	38	37
Social media	39	41	25	44
Proposal generation/grant writing	34	31	33	44
Mentor recruitment	32	26	38	48
Mergers, partnerships and collaborations	32	31	25	41
Board recruitment/retention/development	31	33	29	30
Mentor support, recognition and retention	27	27	29	26
Working with the State and Federal Government	27	28	13	37
Match monitoring	26	24	29	30
Advocacy	24	23	29	22
Mentor orientation and training	23	22	29	22
Strategic planning	23	23	29	19
Match closure	23	21	25	26
Mentor screening and policies to protect children	22	19	21	33
Understanding all types of youth mentoring	20	17	29	19
Matching strategy	20	19	21	22
Financial management	20	21	21	15
Non-profits	18	20	8	22
Human resource management	18	16	13	26
Other	3	2	4	4
Don't know	15	20	4	11
None	5	3	8	7

- Program evaluation training and support for their Executive Director is the most commonly cited need by responding organizations (46%), followed very closely by program marketing for growth/expansion (45%) and fundraising (42%). Significantly more School-based/Higher Ed. organizations report the need for program evaluation training and support than do Non-Profit organizations (58% vs. 38%).
- At least 30% of responding organizations indicate that their Executive Director needs training/support in social media (39%); proposal generation/grant writing (34%); mentor recruitment (32%); mergers, partnerships and collaborations (32%); and board recruitment/retention/development (31%).
- Non-Profit organizations more often report the need for social media training and support than School-based/Higher Ed. organizations (41% vs. 25%), while School-based/Higher Ed. organizations need more mentor recruitment training and support than non-profit organizations (38% vs. 26%).
- Other significant differences between the training and support needs of Non-Profit and School-based/Higher Ed. Executive Directors include:
 - working with the State and Federal Government (28% of Non-Profit organizations, vs. 13% of School-based/Higher Ed. organizations)
 - understanding all types of youth mentoring (29% of School-based/Higher Ed. Organizations, vs. 17% of Non-Profit organizations)
 - working with non-profits (20% of Non-Profit organizations, vs. just 8% of School-based/Higher Ed. organizations).
- With a few exceptions, the need for training and support on any specific topic decreases with the Executive Director's length of service.
- Only five percent (5%) of reporting organizations indicate that their current Executive Director has no training or support needs.

Implications

- Michigan's mentoring organizations' Executive Directors are more experienced and have served for longer terms than one might expect. Still, most express a need for training and support in at least some area(s) of responsibility. Consistent with other data, training and support for program evaluation tops the priority list. In addition, marketing programs for expansion, fundraising, use of social media, and proposal/grant writing assistance are cited as areas of need by more than one third of all participants.